

## INTISARI

Industri perhotelan di Indonesia selama lima tahun terakhir semakin berkembang dan jumlah hotel juga semakin bertambah. Berdasarkan data BPS tahun 2018, pertumbuhan industri penyedia akomodasi dari tahun ke tahun meningkat sebesar 4-5% per tahun. Pertumbuhan industri ini juga dirasakan di Kabupaten Semarang. Menurut data BPS tahun 2016, jumlah hotel di Kab. Semarang meningkat dari 206 hotel di tahun 2015 menjadi 236 hotel di tahun 2016.

Penulis mengambil objek penelitian di Hotel Baru Ambarawa, sebuah hotel kelas melati di Kecamatan Ambarawa, yang selanjutnya akan disebut HBA di dalam tesis ini. Berdasarkan data internal hotel, kondisi keuangan HBA selama lima tahun terakhir cenderung stabil. Namun, ada kekhawatiran dari pemilik hotel yang disebabkan oleh jumlah hotel di Ambarawa dan Bandungan yang semakin banyak yang mana akan berakibat mengancam kelangsungan bisnis HBA ke depan. Untuk itu penulis menyusun tesis ini dengan tujuan untuk memformulasikan strategi bersaing guna membantu meningkatkan pendapatan HBA di tengah persaingan yang semakin ketat. Untuk mencapai tujuan tersebut, penulis melakukan analisis lingkungan eksternal dan internal pada HBA.

Penulis menggunakan metode penelitian pendekatan kualitatif. Adapun alat analisis yang digunakan dalam tesis ini yaitu analisis lingkungan eksternal menggunakan *Porter's Five Forces* dan *Key Success Factors*, analisis lingkungan internal menggunakan analisis Sumber Daya, Kapabilitas dan Kompetensi, analisis SWOT, analisis VRIO dan penentuan strategi menggunakan analisis Lima Strategi Kompetitif Generik.

Berdasarkan analisis, penulis menemukan bahwa terdapat tiga alternatif strategi bersaing. Yaitu strategi *low cost provider*, *focus based on low-cost*, dan *best-cost provider*. Dari alternatif strategi tersebut, strategi *low cost provider* dinyatakan tidak menguntungkan dan meninggalkan strategi *focus based on low cost* dan *best cost provider*. Kemudian, dari dua strategi yang tersisa, *best cost provider* dinyatakan lebih mampu mengoptimalkan potensi dari HBA sehingga dipilih menjadi rekomendasi strategi bisnis bagi HBA.

Berdasarkan kesimpulan penelitian, strategi yang sebaiknya digunakan oleh HBA yaitu strategi *Best Cost Provider*. Untuk melakukan strategi ini, HBA diharapkan dapat masuk ke industri *budget hotel* dengan tetap memastikan harga yang ditawarkan lebih rendah dari *budget hotel* lainnya namun dengan kualitas layanan dan fasilitas yang setara/lebih baik.

Kata kunci: Strategi Bersaing, Formulasi Strategi, Industri Hotel, Hotel Kelas Melati, *Five Forces*, SWOT, VRIO, *Best Cost Provider*, *Generic Strategies*

## ***ABSTRACT***

*The hospitality industry in Indonesia over the past five years has been growing and the number of hotels is increasing as well. Based on BPS data in 2018, the growth of the accommodation providers industry from year to year has increased by 4-5% per year. This industrial growth is also undergone in Semarang Regency. According to BPS data in 2016, the number of hotels in Semarang Regency has increased from 206 hotels in 2015 to 236 hotels in 2016.*

*The author took the object of research in Hotel Baru Ambarawa, a “melati” class hotel in Ambarawa, which is then referred in the thesis as HBA. Based on HBA internal data, its financial condition for the past five years tends to be stable. However, there were concerns from HBA owners due to the increasing number of hotels in Ambarawa and Bandungan which will threaten the continuity of HBA business in the future. Accordingly, the author compiled this thesis with the aim of formulating a competitive strategy to help increase revenue from HBA in the midst of increasingly fierce competition. To achieve this objective, the author conducted an external and internal environment analysis on HBA.*

*The author applied a qualitative approach as research method. The analysis tool used in the thesis is external environment analysis using Porter’s Five Forces and Key Success Factors, internal environment analysis using Resources, Capabilities and Competencies Analysis, SWOT analysis, VRIO analysis, and strategy determination using The Five Generic Competitive Strategies.*

*Based on the analysis, it was found that, there are three competitive strategies alternatives, which are low cost provider, focus based on low cost, and best cost provider strategies. From those strategy alternatives, it was stated that low cost provider was not profitable, left focus based on low cost and best cost provider. Then, from two remaining strategies, best cost provider was stated more able to optimize the potentials of HBA. Thus, it was chosen as a business strategy recommendation for HBA.*

*Eventually, based on the conclusion of the research, it is recommended that best cost provider is the best strategy that HBA should apply. To apply this strategy, HBA is expected to be able to enter budget hotel industry while ensuring the offered price is lower than other budget hotels but with equal/ better quality in services and facilities.*

*Keywords: Competitive Strategies, Formulation Strategies, Hospitality Industry, Melati Class Hotel, Five Forces, SWOT, VRIO, Best Cost Provider, Generic Strategies*